

DCI/IC-72-0724

DCI/IC/PRG [redacted] vdm  
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orig - addressee

① - Mr. Tweedy

1 - PRG subject (filed PRG Project 8-72)

1 - PRG chrono 1 - [redacted]

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MEMORANDUM FOR: Director, INR/State Department

SUBJECT: Survey of Training Provided Intelligence Analysts

1. The Presidential memorandum of 5 November 1971, "Organization and Management of the U.S. Foreign Intelligence Community," stated that "It seems desirable...that a determined effort be made to upgrade analysis personnel and analysis methods." In response, the DCI Intelligence Community staff is conducting a community-wide survey of "Training in Analytical Methodology for Intelligence Production Analysts." The objective is to examine what is being done to train production analysts and supervisors and to apply the new analytical techniques in the production of intelligence.

2. Separate annexes to the overall survey will be devoted to the programs of CIA, DIA, and INR/State. Each of these annexes will describe what is being done in formal training courses, both-in-house and external, and what has been and is being done by means of on-the-job training and through experimental production of reports and estimates using such techniques as network analysis, Bayesian theory, decision theory, linear programming, Delphi exercises and the like. The IC staff is soliciting the views of knowledgeable analysts and supervisors as to the usefulness of such techniques and is seeking ideas as to what the producers themselves feel would be helpful toward solution of their analytical problems.

3. It is requested that INR draft the annex dealing with INR training activities in the area under inquiry. A suggested outline is attached. Submission of the annex prior to 1 October is requested.

4. The survey is being conducted by the Product Review Group of the IC staff. [redacted], Chief of PRG/IC, already has discussed the project with Richard Curl of your staff. [redacted] PRG action officer for the survey, is available to assist the INR action officer.

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Bronson Tweedy  
D/DCI/ICAttachment  
as stated

Outline for  
ANNEX C\

Training in Analytical Methodology  
for Intelligence Production Analysts  
of INR/State Department

I. Introduction

(As pertinent to the balance of the text)

II. Introductory training of production analysts

(Description of training of the type under consideration given to  
direct-hire personnel and career trainees.)

III. Post entry training in analytical techniques

A. Formal in-house training

(Courses or portions of courses given by INR or other  
in-house training activities specifically devoted to  
acquainting analysts, supervisors and managers with  
formal analytic methodologies)

B. External training

(Courses conducted outside INR to which INR analysts are  
sent to provide them training in analytical methodologies --  
including Civil Service Commission courses, inter-agency  
courses, and courses given by academic institutions,  
contractors and "think tanks".)

C. On-the-job training and experimental projects

(Activities not considered a part of training courses but  
which still are intended to improve analytical capabilities  
and to develop new ways of approaching problems of  
intelligence estimating.)

NOTE: Throughout Section III, attention should be given to  
indicating the numbers and percentages of analysts exposed  
to new analytical techniques and, to the extent possible,  
explicit description of the instruction.

#### IV. Application of training

(This may well be the most important section of the annex since it should indicate the extent to which training carries over into actual production activities. Comments of both analysts and supervisors as to the applicability of the new techniques to their problems and any new ideas as to how analysis methods might be improved would be particularly useful. This will assist in assessing how much training is warranted, in what areas of production the new techniques are most applicable, and how much they might contribute to product improvement.)

#### GENERAL NOTE:

This annex is meant to be essentially descriptive in nature and the body of the report, to be prepared after the annexes on training given CIA, DIA, and INR/State analysts have been completed, will comment on the overall picture and formulate such suggestions and recommendations as may be appropriate for DCI and program manager consideration. This should not restrict INR, however, in including in the annex it prepares any material or comments which it considers appropriate.

The definition of the analytical techniques involved in this survey is fairly flexible, but particular attention should be given to training in the use of Bayesian techniques, operations research, network application, linear programming, queuing theory, decision theory and the like.